

7.4.5 Project Work Orders

To track the performance of the project, PSNH divided the project into four work orders and used Excel spreadsheets to enter in the cost of purchase orders for individuals' cost groups, such as NU labor, contingency, reserves, outside services, fees and payments, indirect, AFUDC and miscellaneous cost for each work order. These costs are rolled up by work order and matched against budgeted amounts to determine the variances on the individuals' cost groups as shown in the table below.

Figure 11 - Project Cost Summary

Work Order	Description	NU Labor	Material	Contractor Labor	Outside Services	Employee Expense	Vehicles	Fees & Pmts	Rents & Leases	Indirect Costs	AFUDC*	Reserve	Contingency	Total
C04MK220	Scrubber	5,268,815	19,091,613	294,463,660	4,357,283	185,861	455	8,513,540	161,217	4,204,359	32,644,431	500,000	0	369,391,236
C04MK221	E-Warehouse	47,173	9,015	992,884	11,220	612	34	0	0	3,654	10,315	0	0	1,074,907
C04MK222	Electric Power Supply	780,276	1,825,158	12,885,583	114,779	26,882	16,820	0	29,832	192,235	1,085,408	0	0	16,956,972
C04MK225	New Yellow Building	50,857	122,257	1,716,272	71,938	0	0	0	0	22,610	30,780	0	0	2,014,714
C04MK226	Secondary WWT System	185,560	10,052,748	19,372,731	174,375	6,398	5,349	0	4,922	375,515	884,574	1,500,000	0	32,562,171
Total		6,332,681	31,100,790	329,431,130	4,729,595	219,753	22,658	8,513,540	195,970	4,798,374	34,655,508	2,000,000	0	422,000,000
Budget		7,500,000	35,000,000	310,000,000	3,000,000	150,000	1,000	11,820,000	29,000	5,500,000	55,000,000	0	29,000,000	457,000,000
Variance		-1,167,319	-3,899,210	19,431,130	1,729,595	69,753	21,658	-3,306,460	166,970	-701,626	-20,344,492	2,000,000	-29,000,000	-35,000,000

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A monthly report was produced and used to determine the percentage of the project completed.

⁵⁵ PSNH Cost Forecast 2012-04.xls.